

Source Notes

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PART ONE—THE ENVIRONMENT OF OPERATIONS

Chapter 1—The Army and the Role of Land Power

- 1-1 “The Army’s deployment...”: “The Army Vision: Soldiers On Point for the Nation...Persuasive in Peace, Invincible in War,” [Online]. Available: <http://www.hqda.army.mil/ocsa/vision.htm>
- 1-2 “You can fly...”: T.R. Fehrenbach, *This Kind of War: A Study in Unpreparedness* (New York: Mac-Millan, 1963), 427.
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- 1-10 **Task Force Eagle in Bosnia**: Stanley F. Cherrie, “Task Force Eagle,” *Military Review* (Jul.–Aug. 1997) (hereafter cited as “TF Eagle”) 63–72.
- 1-13 **Technology Aids Soldiers—Operation Desert Hammer VI**: Alice F. Edwards, “High-Tech Training in the High Desert,” *Army Trainer* (Summer 1994): 24–33.
- 1-17 “The whole of military activity...”: Carl von Clausewitz, *On War*, ed. and trans. Michael Howard and Peter Paret (Princeton, N.J.: Princeton Univ. Press, 1984) (hereafter cited as *On War*), 95.
- 1-18 “No man is a leader...”: Anonymous, *Warriors’ Words: A Dictionary of Military Quotations*, comp. Peter G. Tsouras (London: Arms and Armour Press, 1992) (hereafter cited as Tsouras), 236.

Chapter 2—Unified Action

- 2-1 “[S]eparate ground, sea, and...”: Dwight D. Eisenhower, *Public Papers of the Presidents of the United States: Dwight D. Eisenhower, 1958* (Washington, D.C., Government Printing Office, 1959), 274.
- 2-2 **Unified Action in Haiti**: Walter E. Kretchik, Robert F. Baumann, and John T. Fishel, *Invasion, Intervention, “Intervasion,” A Concise History of the United States Army in Operation Uphold Democracy* (Fort Leavenworth, Kans.: US Army Command and General Staff College Press, 1998) (hereafter cited as *Intervasion*), 27–146.
- 2-6 **Operation Assured Response—An Example of Joint Synergy**: Gil High, “Liberia Evacuation,” *Soldiers* (Jul. 1996): 4–5; John W. Partin and Rob Rhoden, *Operation Assured Response: SOCEUR’s NEO in Liberia, April 1996* (Headquarters, US Special Operations Command, History and Research Office, Sep. 1997).
- 2-6 “Unless limited by the establishing directive...”: JP 0-2, *Unified Action Armed Forces (UNAAF)*, 24 Feb. 1995, III-11.
- 2-15 “The written basis for allied unity...”: Dwight D. Eisenhower, *The Papers of Dwight David Eisenhower*, vol. 3, *The War Years*, ed. Alfred D. Chandler Jr. (Baltimore: The Johns Hopkins Press, 1970), 1420.
- 2-24 2-86. “DOD Principles of Information,” (Washington, D.C.: Government Printing Office, 01 Apr. 1997), [Online]. Available <http://www.defenselink.mil/admin/about.html#PrinInfo>

Chapter 3—Strategic Responsiveness

- 3-0 “Generally, he who occupies...”: Sun Tzu, *The Art of War*, trans. Samuel B. Griffith (London: Oxford University Press, 1963), 96.
- 3-3 **Responsive and Agile—Operation Uphold Democracy:** *Intervasion*, 27–146.
- 3-14 **Precision and Speed—VII Corps Deploys to Southwest Asia:** “VII Corps Debarkation and Onward Movement, Desert Shield/Storm After Action Report” (Headquarters, 1st Infantry Division, Forward, May 1991), 1–49.

PART TWO—FOUNDATIONS OF FULL SPECTRUM OPERATIONS

Chapter 4—Fundamentals of Full Spectrum Operations

- 4-2 “The art of war...”: Frederick the Great in Tsouras, 337.
- 4-5 **Close Combat at Landing Zone X-Ray:** Harold G. Moore and Joseph L. Galloway, *We Were Soldiers Once...And Young, Ia Drang: The Battle That Changed the War in Vietnam* (New York: Random House, 1992), 89–90, 189–190.
- 4-7 **Operational Maneuver and Fires—Operation Desert Storm:** Robert H. Scales, *Certain Victory: The US Army in the Gulf War* (Washington, D.C.: Office of the Chief of Staff, US Army, 1993; reprint, Fort Leavenworth, Kans.: US Army Command and General Staff College Press, 1994) (hereafter referred to as *Certain Victory*); Richard M. Swain, “*Lucky War*”: *Third Army in Desert Storm* (Fort Leavenworth, Kans.: US Army Command and General Staff College Press, 1994) (hereafter referred to as *Lucky War*).
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- 4-12 “No one starts a war...” Carl von Clausewitz in *On War*, 579.

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- 5-15 **Planning Guidance—Grant and Thomas at Chattanooga:** Grant, 53–54. Grant’s memoirs reflect his rank as lieutenant general. However, he was a major general at the time.
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PART THREE—CONDUCTING DECISIVE FULL SPECTRUM OPERATIONS

Chapter 7—Offensive Operations

- 7-2 "In war the only...": George S. Patton Jr. in Tsouras, 293.
- 7-5 **Surprise—Coup de Main in Panama**: *Storming of Panama*.
- 7-8 **Audacity—Turning Movement at Inchon**: Department of the Army, *Korea 1950*, (Washington, D.C.: Center of Military History, 1997) (hereafter cited as *Korea*), 13–17, 147–151.
- 7-9 **Desert Storm—A Decisive Offensive Operation**: Frank N. Schubert and Theresa L. Kraus, gen. eds., *The Whirlwind War: The United States Army in Operations Desert Shield and Desert Storm* (Washington, DC: Center of Military History, 1995), 173–205.
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- 7-21 7-65.the 1st Cavalry Division conducted feints in the Ruqi pocket...: *Certain Victory*, 200-207.

Chapter 8—Defensive Operations

- 8-1 "Little minds try to defend everything...": Frederick the Great, quoted in Hermann Foertsch, *The Art of Modern Warfare*, trans. by Theodore W. Knauth (New York: Oskar Piest, 1940), 68.
- 8-10 **Decisive Defensive Operations—Pusan, Korea**: John Toland, *In Mortal Combat: Korea, 1950–1953* (New York: William Morrow, 1991), 149–174; *Korea*, 77–84.
- 8-11 **Shaping Defensive Operations—2d SANG Brigade at Khafji**: *Lucky War*, 192–193; *Certain Victory*, 190–191.

Chapter 9—Stability Operations

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- 9-4 **Ongoing Deterrence—Forward Presence in Korea**: John H. Tilelli Jr., "Joint/Combined Operations Are Integral to Korea's Defense," *Army* (Oct. 1999): 99–104.
- 9-7 **Stability Mission at Brcko**: *Stars and Stripes*, 28–30 Aug. 1997, European edition.
- 9-10 **Foreign Internal Defense in El Salvador**: Kimbra L. Fishel and Edwin G. Carr, "UN Peace Operations in El Salvador: The Manwaring Paradigm in a Traditional Setting," in *The Savage Wars of Peace: Toward A New Paradigm of Peace Operations*, ed. John T. Fishel (Boulder, Colo.: Westview Press, 1998), 41–56; "FID in Central America," historical vignette prepared by US Army Special Operations Command History Office, McDill Air Force Base, Fla., Dec. 1999, (Fort Leavenworth, Kans.: Combined Arms Research Library Archives); "Historical Vignette," prepared by US Army Special Warfare Center and School, Fort Bragg, N.C., 2000, (Fort Leavenworth, Kans.: Combined Arms Research Library Archives).
- 9-13 **Conventional Arms Control Operations—Task Force Eagle in Bosnia**: US Army, Europe, "Operation Joint Endeavor After Action Report" (Heidelberg: Headquarters, US Army, Europe, 1997), 2 vols. (hereafter cited as "Joint Endeavor AAR").
- 9-16 **Vietnam—A Case Study in US Military Involvement**: Andrew F. Krepinevich Jr., *The Army and Vietnam* (Baltimore: Johns Hopkins Univ. Press, 1986), 17–99.

Chapter 10—Support Operations

- 10-0 "Instead of thinking about warfighting agencies...": A.C. Zinni, quoted in JP 3-07, *Joint Doctrine for Military Operations Other Than War* (16 Jun. 1995), II-1.

- 10-2 **Refugee Processing—A Support Operation:** Grail L. Brookshire, “Refugee Crisis: Test of Army Versatility,” *Army* (Nov. 1991): 45; Douglas Ide, “Keeping Up With the Numbers,” *Soldiers* (Dec. 1994): 45–46; Gena Ellis, “Refuge in America,” *Soldiers* (Aug. 1999): 17–19.
- 10-3 **JTF Support Hope—Foreign Humanitarian Assistance in Africa:** Daniel Schroeder, “Lessons of Rwanda: Joint Warfighting Doctrine in Operations Other Than War,” *Armed Forces Journal International* (Dec. 1994): 32–33; Debra Arden and Carol Sobel, “Perspective on Rwanda Support, Commander of the 21st Theater Army Area Command Assesses his Command’s Support for Operation Support Hope,” *Army Logistician* (May–Jun. 1995): 4–6.
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Chapter 11—Information Superiority

- 11-2 “To guess at the intention...”: Napoleon, quoted in J.F.C. Fuller, *Memoirs of an Unconventional Soldier*, in Tsouras, 257.
- 11-4 “Nations do not go to war because they think war is safe...”: *Lucky War*, 328.
- 11-5 **Information Superiority in the Gulf:** *Lucky War*, Chapters 3 and 7; Michael D. Burke (XVIII Airborne Corps war plans officer), notes and personal documents; “Iraq lost the war before...”: S. Bogdanov, quoted in JP 3-13, *Joint Doctrine for Information Operations* (9 Oct. 1998), II-15.
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Chapter 12—Combat Service Support

- 12-1 “Before a commander can even start thinking...”: Martin Van Creveld, *Supplying War: Logistics From Wallenstein to Patton* (New York: Cambridge Univ. Press, 1977), 1.
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